2017 ANNUAL PROJECT REVIEW FORUM REPORT





Abbreviations

QIA Qikiqtani Inuit Association

BIM Baffinland Iron Mines Corporation
BCLO Baffinland Community Liaison Officers
IIBA Inuit Impact and Benefit Agreement

The Forum IIBA Annual Forum
The Project The Mary River Project

HTO Hunters and Trappers Organization
MIEG Minimum Inuit Employment Goal

1.0 Background

On September 6, 2013, the Qikiqtani Inuit Association (QIA) and Baffinland Iron Mines Corporation (BIM) entered into an Inuit Impact Benefit Agreement (IIBA) for the Mary River Project (the Project). Article 14 of the IIBA, *Inuit Engagement in Project Stewardship*, requires that QIA and BIM organize an Annual Project Review Forum (the Forum). At the Forum QIA and BIM present their updates on the Project and activities related to IIBA implementation. This is also an opportunity for communities to discuss concerns about the Project and to provide recommendations for the consideration of the Joint Management Committee (JMC) and Joint Executive Committee (JEC).

The Forum rotates through the five impacted communities with previous Forums being hosted in Pond Inlet and Igloolik. This year, the forum was hosted in Arctic Bay on May 9 and 10. The topics discussed and recommendations provided by participants from both days have been organized into themes and subthemes.

The forum was opened on with a presentation by staff from the Department of Major Projects and the Board Member responsible for the IIBA. The presentation included an update of IIBA implementation related activities from the Department of Major Projects such as; the Business Capacity and Start Up Fund, the Ilagiiktunut Fund, the Wildlife Compensation Fund, IIBA implementation, staffing, and the recommendations from the 2015 APRF in Igloolik.

BIM presented their Project overview and update of site activities on the second day. This included Health and Safety, Environmental Effects and Monitoring programs, a Shipping overview, and a summary of the previous year's Inuit participation in employment, including training and development, and the distribution of contracts. After each BIM presentation, Forum participants and members of the public had an opportunity to provide comments and ask questions directly to BIM.

This report summarizes the comments and feedback given to QIA and BIM during the Forum, which resulted in recommendations to the JEC from participants consistent with Article 14.11 of the IIBA.

1.1 Forum Record of Proceedings

QIA and BIM appointed note takers responsible for general recording the discussions at the Forum. A court reporter was retained from Dicta Court Reporting to document comments and recommendations. A recommendation was made that the meeting minutes be shared with all participants. BIM and QIA will work together to identify an efficient way to share these transcripts.

Two interpreters from Arctic Bay were present to provide simultaneous translation between Inuktitut and English and whisper sets were used by participants and attendees.

1.2 Report Method and Writing

This report was written jointly between QIA and BIM as per Article 14.11 of the IIBA. The JMC developed a template for the report in 2014 and writing of the report began immediately following the Forum. QIA and BIM jointly developed Actions and Next Steps during the report writing process.

This report has been made available to the public and copies have been directly forwarded to impacted communities and the community participants. This report is available in Inuktitut.

2.0 Attendees

Attendees included, members of BIM and QIA's Executive staff, as well, Elder and youth community representatives were flown into Arctic Bay from Clyde River, Pond Inlet, Hall Beach and Igloolik. The residents of Arctic Bay also attended and participated throughout the two-day event. A list of BIM, QIA, Elder and youth attendees is included in **Table 1** and **Table 2**.

Table 1 – Forum Attendees and Participants

Attendees & Participants		
вім	QIA	QIA Board Members
Tim Butler, VP of Human	Levi Barnabas, QIA Community	Abraham Qammaniq, Community
Resources	Director (Arctic Bay), Co-Chair	Director, Hall Beach
	of the Forum	
Joshua Arreak, IIBA	Rebecca Mearns, IIBA Manager	Johnny Malaiya Kublu,
Coordination Manager, Co-		Community Director, Igloolik
Chair of the Forum		
Mary Hatherly, Director of	Eva Onalik, Inuit Employment	Inutiq Iqaqrialu, Community
Inuit, Government and	& Training Coordinator	Director, Clyde River
Stakeholder Relations		
Robert Tookoome, Inuit	Stephen Williamson Bathory,	David Curley, Community
Employment & Training	Director, Department of Major	Director, Pond Inlet
Specialist	Projects	
Joe Tigullaraq, Senior	David Qamaniq, Community	
Manager, Northern Affairs	Coordinator	

Community Representatives		
Tommy Tatatuapik, Elder from	Robyn Qaunaq, Youth from	Ootoova Audlakiak, Elder from
Arctic Bay	Arctic Bay	Clyde River
Patrick Pallituq, Youth from	Ammie Kipsigak, Elder from	Elizabeth Arnadjuak, Youth from
Clyde River	Hall Beach	Hall Beach
Madeline Ivalu, Elder from	Elizabeth Quasa, Youth from	Boazie Ootoova, Elder from Pond
Igloolik	Pond Inlet	Inlet
Karen Ivalu, Youth from		
Igloolik		

Table 2 – Additional Participants and Facilitators

Elder for Opening Prayer	Leah May & Tommy Tatatuapik
Interpreters	Mishak Allurut
	Kataisie Attagutsiak
Court Reporter	Tran Huynh

3.0 Presentations

3.1 Agenda

The JMC developed the Forum agenda collaboratively prior to the event. All reports and content outlined in the agenda were presented. A copy of the agenda can be found in **Appendix A.**

3.2 BIM Materials Presented

BIM provided reports via a PowerPoint presentation, with printed versions provided to the public and participants in both English and Inuktitut. BIM also provided printed copies of the following documents in both English and Inuktitut:

- A brochure entitled "Camp Life"
- A brochure entitled "Jobs at BIM"
- A brochure entitled "People and Careers"

A Copy of BIM's PowerPoint presentation can be found in **Appendix B**.

3.3 QIA Materials Presented

QIA provided reports via a PowerPoint presentation, with printed versions in English and Inuktitut made available.

QIA also provided printed copies of the following documents:

- 1. Designated Inuit Firms List Application
- 2. Minimum Inuit Employment Goal Bulletin
- 3. Complaints and Grievances Process Community Bulletin

- 4. QIA's Three Year Review Report on IIBA Implementation
- 5. Ilagiiktunut Nunalinnullu Pivalliajutisait Fund
 - a. Proposal Submission Guidelines
 - b. Application Package
- 6. Business Capacity and Start-Up Fund
 - a. Program Guidelines
 - b. Application for Business Funding
- 7. Wildlife Compensation Fund
 - a. Guidelines for Applicants
 - b. Claim Form

A copy of QIA's PowerPoint presentation can be found in **Appendix C**.

4.0 Community Comments, Recommendations & Next Steps

A number of community comments and feedback were collected during the Forum and provided to both QIA and BIM. For the purposes of this report, comments were reviewed and have been grouped into recurring themes that align with the presentation content. These themes are:

- 1. IIBA Implementation
- 2. Human Resources
- 3. Cultural
- 4. Environmental
- Contracting
- 6. Funds

As the purpose of this report is to allow for a record of recommendations and actions to implement them, comments regarding topics that were discussed but did not result in a recommendation or action are not recorded here. BIM hired a court reporter and those meeting records should be consulted for items not captured in this report. The full meeting transcripts are available upon request from BIM or QIA.

Sections 4.1 - 4.6 of this report provide a description of each theme, subtheme, and recommendation made at the Forum, in order to address concerns, proposed actions, and next steps to carry out the recommendations.

4.1 Inuit Impact Benefit Agreement Implementation

During the Forum, the community participants provided a series of recommendations (**Table 3**) with the predominant themes being the implementation and the review of implementation of the IIBA.

The 2017 IIBA Work Plan was approved by the JEC at the meeting that took place in Arctic Bay on May 9, 2017. The Work Plan outlines the priority areas for 2017, including the completion of the Inuit Human Resources Strategy and Inuit Procurement and Contracting Strategy. These foundational documents will assist in continuing implementation and will provide benchmarks for evaluation of implementation efforts. The Work Plan and the recommendations provided during the 2017 Forum will guide reporting on implementation at the 2018 Forum, to be hosted in Hall Beach, NU.

Table 3 – IIBA Implementation Recommendations

Subtheme	Recommendation	Actions & Next steps
Implementation	IIBA implementation should be regularly reviewed to ensure proper implementation.	The 2017 IIBA Work Plan has been approved to guide the implementation – actions for 2017 are outlined in this plan and the IHRS. Implementation of the IIBA is monitored through the Quarterly and Annual reports.
	Ensure that the IIBA 3-year Review addresses what is being done for Inuit employment.	

4.2 Human Resources

Maximizing Inuit participation continues to be a focus for both BIM and QIA. The IIBA outlines the mechanism for governing human resources, specifically Inuit human resources, as the Inuit Human Resources Strategy (IHRS). To date, an approved IHRS has not been developed, though it has been set as a priority for completion within the 2017 IIBA Work Plan. In 2016 the Minimum Inuit employment goal for the project was 25%, this has been carried over into 2017. To date, the rate of Inuit employment has not met this goal.

Both QIA and BIM are working to identify initiatives designed to increase Inuit employment, recruitment, training, advancement and retention. For example, QIA and BIM have identified reversing increasing Inuit employee turnover and departure as a priority.

At the 2017 Forum most comments from participants and attendees related to Human Resources. Subthemes that were discussed include:

- 1. Job application process and hiring
- 2. Advancement
- 3. Retention
- 4. Termination
- 5. Training

To address comments made by community members, the following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the JMC and are outlined in **Table 4**.

Table 4 – Human Resources Recommendations

Subtheme	Recommendation	Actions & Next Steps
Hiring	All Inuit applications should receive acknowledgement of receipt.	HR currently acknowledges receipt of applications. Candidates receive an automatic response when their application is complete through the application system iCIMS. When applying through BCLOs, all application information goes to the BIM recruitment team who provide feedback to the BCLOs.
	The application process for applying to BIM should be simplified and improved upon.	Career Information tours to continue through 2017. BIM to ensure communication of all available job postings through BCLOs and has developed a streamlined application process.
	Increased awareness of employment benefits for BIM employees, including how to access employment benefits.	Inuit Employment and Training Coordinators and Site HR to explore approaches to onboarding with Inuit employees to ensure awareness and understanding of employee benefits. BIM has hired an additional Human Resources Coordinator on site which will facilitate onboarding of new employees.
	Options for rotational schedules should be considered. For example: the ability to work longer than 2-weeks or other types of rotations, such as two-on and one-off.	BIM Human Resources / site operations will review the feasibility of different rotation schedules.
	Criminal records should not be a barrier to employment.	BIM to develop policy on relevance of criminal history and improve communication of CR requirements to communities.
	When planning training and recruitment, local Career Development Officers (GN Department of Family Services) should be contacted.	QIA and BIM are currently working with Dept. of Family Services to improve inter-agency cooperation and will consider inviting GN to attend any training and recruitment community tours.
	Employees should be provided with an Employee handbook, in English and	A bilingual handbook has been discussed, but there are no plans to develop one as such handbooks

	Inuktitut, which describes key policies related to employment matters.	become quickly dated. However, BIM HR will translate and make available many of the HR policies that deal with corrective action, vacation time, and other relevant matters.
Recruitment	High school students should be targeted for summer jobs at the Mary River Project.	BIM and QIA to visit high schools during community tours. BIM will continue involvement in career fairs at high schools. BIM and QIA will continue involvement in school career fairs and similar events. BIM and QIA to explore opportunities for training of each party's community liaison officers to enhance their ability to provide employment-related information to students and community members. While every effort will be made to encourage secondary school students to consider careers at BIM, the issue of summer student employment at site is subject to regulations respecting minimum age of employment applicable to construction and mine sites.

Advancement	There should be an Inuit Advancement Policy, outlining how employees can attain other positions. If this existed and was known, it would go a long way to support Inuit employment.	While no formal Inuit Advancement Policy exists, BIM is in the process of implementing a better system to notify employees of internal job postings, and providing a step-by-step process of how they can apply for these other positions BIM agrees that there is a need to provide more real-time feedback to employees respecting their performance and will provide check-ins prior to the end of the probationary period
Retention	There should be an Inuit retention plan to support Inuit in maintaining employment at the Mary River Project. This plan should be well communicated to Inuit employees.	The Inuit Human Resources Strategy and the associated actions for 2017 target issues of retention. This will continue to be monitored through the Quarterly Reports. New programs are being implemented to help with the issue of Inuit employee retention. One of the contributing factors to Inuit retention at the Mary River mine is preparing Inuit for work on site. BIM is developing a new Work Ready program will better prepare Inuit for life at camp.
	QIA and BIM should review Inuit training, advancement and pay in comparison to non-Inuit.	Inuit training and development is a key focus of BIM and reported internally on a weekly basis. The Joint Management Committee monitors Inuit training and advancement in through the BIM IIBA Quarterly reports. The annual socioeconomic survey prepared by BIM for submission to NIRB also tracks training and advancement.

Workplace	When roommates are required, such as in	A workplace conditions review will be conducted in the Fall of 2017, Inuit employees to be interviewed – training and advancement to be included. With respect to compensation, BIM maintains an organization-wide pay equity for all positions, regardless of an employee's background. Since 2013, BIM has instituted a
Conditions	weatherhavens, planning should be taken to make sure day and night shifts are considered. Alternating sharing of spaces with shifts should be considered as this adds privacy and the ability to rest.	practice whereby employees staying in shared accommodations are booked with a roommate on the opposite shift. BIM makes every effort to ensure this but in some rare instances such as overlap related to shift scheduling (there may be a slight overlap of an hour or two), or if an employee falls ill and misses their shift, this may not be accommodated.
Termination	A call back policy should be in place and clearly communicated.	BIM rehires former employees. There is no formal policy for callback as the rehiring of an employee is based on a case by case basis, depending on the employee's past performance and the reason for the original resignation/dismissal.
	Employees who are terminated without cause should be provided severance pay.	BIM does not terminate employment without severance unless the termination falls during an employee's probation period. And, in such a case, BIM closely follows a corrective action policy, involving the employee's supervisor, HR, and the management team in order to come to a consensus regarding an employee's future with BIM. BIM does not terminate except for cause and the reason for termination is always outlined in the termination letter which is provided to the employee.

	Employees who are terminated should receive their record of employment as soon as possible.	Records of employment (ROE) are processed within five business days of the terminated employees' last pay. Once processed, the employee's ROE is accessible online through Service Canada website. If terminated employees would like a digital copy of their ROE sent directly to their email, they must contact BIM HR directly.
	Reasons for termination should be clearly stated, and there should be an appeal process.	The reason for an employee's termination is outlined in the employee's termination letter. The causes are typically related to BIM's Corrective Action policy, which outlines consequences and warnings related to specific infractions on site. This policy is consistent with industry standards.
Training	Offer pilot training for Inuit. Provide bi-lingual trainers on-site. Training should not be limited to English only. This is especially relevant for equipment training.	Inuit Employment and Training Coordinators will review training opportunities for Inuit. BIM site orientation is now available in Inuktitut through members of the HR team. The use of bilingual trainers for advanced skills and trades is more problematic and depends upon the availability of such trainers.
	QIA and BIM should be working together to identify additional training and retention opportunities for Inuit.	The Inuit Employment and Training Coordinators will work with BIM HR to identify training opportunities for Inuit.
Implementation	Ensure that the IIBA 3-year Review addresses what is being done for Inuit employment.	QIA and BIM have a work plan in place that includes monitoring and reporting of initiatives.
Transportation	Options should be investigated to avoid requiring workers to take the 2-3 hour trip down the Tote Road to work at Milne Inlet. For example, a twin otter could be used to transport workers.	BIM – There is no longer an airstrip at Milne Inlet – air transport not currently an option.

4.3 Social and Cultural

The comments regarding cultural concerns or recommendations for the Project are listed in Table 5.

To address comments made by community members, the following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the Management Committee and are outlined below.

Table 5 - Social/Cultural Recommendations

Subtheme	Recommendation	Actions & Next steps
Elders	Consider the need to include Elders and types of support for Elders when planning upon benefits coming from the Project.	QIA to consider this when planning for the revenue policy
Country Food	Increase the supply of Country food. QIA and BIM should investigate options to supply Country food to staff, including partnerships with HTOs, to meet food inspection requirements.	JMC to discuss options for country food sources.

4.4 Environmental

Environmental Stewardship remains a focus for BIM and QIA. Environmental monitoring and compliance programs continue to be implemented in this phase of the Project. There were a number of comments voiced regarding potential environmental impacts of the proposed Phase 2 Project. These comments will not be addressed in this report as comments related to Phase 2 development will be addressed by the Nunavut Impact Review Board (NIRB) process.

The remaining environmental comments were related to:

- Dust dispersal
- 2. Environmental Monitoring

To address comments made by community members, the following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the Executive Committee and are outlined in **Table 6**.

Table 6 - Environmental Recommendations

Subtheme	Recommendation	Actions & Next steps
Environmental Impacts	BIM should cover the ore trucks to limit the amount of dust that disperses during transportation along the Tote Road.	The ore trucks are not currently using dust covers due to operational issues (snow and ice damage to covers). The dust along the Tote Road is primarily generated by wheel contact with the road surface and not by dust blowing

		off of the top of the ore trucks. As part of the Dust Mitigation Plan developed in 2016, BIM is implementing a number of changes to reduce dust generation along the Tote Road including re-surfacing portions of the Tote Road with coarser grain material that will generate less dust, increased road watering during dry weather, addition of a compactor attachment to road graders to compact the road surface after grading, and evaluation of approved dust suppressants. Over the longer term, the construction of a rail line as part of the Phase 2 Expansion project will significantly reduce the dust generation along the Tote Road.
MEWG	Communities should gain greater access to the information provided by the Marine Environment Working Group.	QIA Community Coordinator to provide updates from MEWG meetings.
2018 APRF – Environmental Presentation	Staff representing Environmental Affairs should be present at the APRF to support discussions related to environmental impacts.	JMC to review attendees for the 2018 APRF
Communications	All communities should be informed of wildlife surveys being conducted, and the survey results.	JMC to review reporting to communities on survey results.

4.5 Contracting

The JEC continues to prioritize contracting processes as an essential component of the IIBA. In 2016, QIA and BIM implemented the use of the Advanced Contract Notification form. Twelve (12) notifications were sent to Inuit firms registered on the Designated Inuit Firms List.

The completion of the Inuit Procurement and Contracting Strategy has been identified as a priority item in the 2017 IIBA Work Plan. In early 2017, Contracting and Procurement Workshops were offered in Iqaluit and Pond Inlet through the Business Capacity and Start-Up Fund. QIA, BIM and Kakivak are currently working together to plan additional contracting workshops in the affected communities.

The following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the JMC and are outlined in **Table 7**.

Table 7 – Contracting Recommendations

Subtheme	Recommendation	Actions & Next steps
Policies	There should be clear policies regarding how contractors dismiss employees.	While BIM cannot dictate the policies and procedures for employee termination to contractors, BIM can ask contractors to provide the context and rationale for dismissal (subject to privacy concerns) as part of quarterly reporting.
	Contractors should be required to hold regular meetings with BIM, to ensure they are following mine site health and safety protocols and regulations.	Contractors are currently required to attend daily meetings with BIM representatives to discuss mine health and safety protocols and related matters.

4.6 Funds

Some of the Funds outlined in the IIBA are set in place to provide communities access to resources for Education & Training, Business Development, Cultural impacts and Wildlife Compensation. In addition to discussion of the funds outlined in the IIBA there was also the recommendation that QIA improve communications on how revenues are being managed and how Inuit can benefit. That recommendation is being addressed by QIA through the establishment of a new Resource Revenue Policy during the 2016 Annual General Meeting. This includes a Benefits Fund that will used to deliver programs to Inuit.

The following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the Executive Committee and are outlined in **Table 8**.

Table 8 – Funds Recommendations

Subtheme	Recommendation	Actions & Next steps
Resource Revenues	QIA should improve communication regarding how the money received from mining projects is being managed and how Inuit can benefit.	Continued communication of Resource Revenue Policy. Report back from community consultations on programs
IIBA Funds	The Illagiiktunut Fund should be revisited prior to the end of the initial 6-year term.	The IIBA requires that the Ilagiiktunut fund be reviewed. This timeline will be followed.

5.0 Implementation of Forum Recommendations

At the end of the Forum the JMC met to review the recommendations that had been collected. All the recommendations from that meeting have been included in this report. QIA and BIM will provide updates throughout the year and report on these recommendations at the 2018 Annual Project Review Forum.

Many of the Actions and Next Steps will involve discussion with the JEC. The JEC, with the support of the JMC will address any unresolved issues arising from the recommendations of the Forum. If the JEC does not implement the recommendations of the Forum, a written reason shall be prepared and provided to the Forum's participants.

Appendix A

Day 1 – May 9th QIA Presentation

Start	Item		Presenter(s)		
9:00	Lighting of the Qulliq & Opening Prayer				
	Remarks from Mayor of Arctic Bay				
	IIBA Executive Committee Co-Chair Welcome and		Levi Barnabas & Joshua		
	Opening Remarks, Executive & Management Committee		Arreak		
	Purpose of the Annual Project Review Forum		Qikiqtani Inuit Association		
	Health Break				
	The Role of QIA in Inuit Impact Benefit Agreement Implementation		Qikiqtani Inuit Association		
	QIA Department of Major Projects – Department Activities		Qikiqtani Inuit Association		
	Questions & Comments from participants				
12:00 – 1:20	Lunch Break	Lunch Break			
	Fund Administration		Qikiqtani Inuit Association		
	Questions & Comments from participants				
	Health Break				
	Next Steps for 2017		Qikiqtani Inuit Association		
	Review of 2015 Forum Recommendations		Qikiqtani Inuit Association		
	Questions & Comments from participants				
	Names drawn for Door Prizes Forum Photo				
	BIM & QIA: Concluding Remarks		Levi Barnabas & Joshua Arreak		

Day 2 – May 10th BIM Presentation

Start Time	End Time	Item	Concordance with IIBA	Presenter(s)		
9:00	9:30	IIBA Executive Committee Co-Chair Welcome and Opening Remarks, Summary of Day 1		Joshua Arreak (BIM) Levi Barnabas (QIA)		
9:30	9: 40	BIM: Project Update & Site Activities	14.6	Tim Butler (BIM)		
9:40	10:00	Health Break				
10:00	10:15	BIM: Health and Safety	14.6 (a,b,c,d,h) 14.9 (a-e)	Tim Butler (BIM)		
10:15	10:45	BIM: Environmental Monitoring	14.6 (a,b,c,d,h) 14.9 (a-e)	Joe Tiggullaraq (BIM)		
10:45	11:10	BIM: Community Engagement	14.6 (a,b,c,d,h) 14.9 (a-e)	Mary Hatherly (BIM)		
11:10	11:30	BIM: Management Plans and Emergency Preparation	14.6 (a,b,c,d,h) 14.9 (a-e)	Tim Butler (BIM)		
11:30	11:45	Health Break				
11:30	12:00	Questions & G	Questions & Comments from participants			
12:00	1:20		Lunch Break			
1:20	2:15	Questions & 0	Questions & Comments from participants			
2:15	2:45	BIM: Employment & Training	14.6 (a)	Robert Tookoome (BIM)		
2:45	2:50	Integration of Inuit Culture	14.6 (a)	Joshua Arreak (BIM)		
2:50	3:10	BIM: Contracting	14.6 (a)	Tim Butler (BIM)		
3:10	3:15	BIM: What's next?	14.6 (d)	Tim Butler (BIM)		
3:15	3:30	Health Break				
3:30	5:45	Questions & Comments from participants				
5:45	5:50	Names drawn for Door Prizes Forum Photo				
5:50	6:00	BIM & QIA: Concluding Remarks		Joshua Arreak (BIM) Levi Barnabas (QIA)		

Appendix B



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Purpose of the forum

- Share updated status of the project with communities
- Provide communities with opportunity to ask questions
- Discuss items raised by community participants that relate to the IIBA
- Develop recommendations to the Executive Committee

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Agenda

Day 1

- Introduction of Executive & Management Committees
- Presentation from the QIA
- Open forum community questions & comments

Day 2

- · Summary of day one
- Project update and site activities
- IIBA priorities
 - Safety and environment
 - o Employment
 - o Training and capacity building
 - o Contracting
- Question and comment sessions will be held throughout the day



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Forum participation and introductions

- The Forum is held annually in one of the five North Baffin Communities listed under the IIBA
- The event is open to the public in the hosting community
- Event includes senior
 Representatives from both
 Baffinland and QIA, as well as
 community representatives from all
 five North Baffin Communities



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Record of proceedings

- All forum proceedings will be transcribed and made available to community members
- A joint record of proceedings and report, including recommendations, will be developed and issued to the Executive Committee



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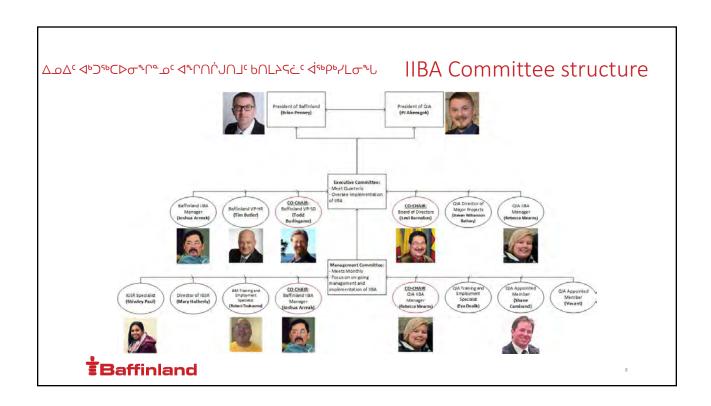
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IIBA Committees

The IIBA requires that two committees consisting of Baffinland and QIA members be established to oversee implementation:

- Joint Management Committee (Article 4.4)
 - BIM and QIA IIBA Coordination Managers
 - BIM and QIA IIBA Training and Employment Coordinators
 - Two appointed members for each BIM and QIA
- Joint Executive Committee (Article 4.2)
- Two Co-Chairs, one each from QIA and BIM
 - BIM and QIA IIBA Coordination Managers
 - One other representative each from QIA and BIM
 - Technical Advisor for the QIA





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What is the Executive Committee?

- The Executive Committee is comprised of senior level representatives to oversee the implementation of all the provisions of the IIBA (4.2.1 of the IIBA)
- The Executive Committee establishes an annual budget
- Meets on a quarterly basis



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Role of the Executive Committee

- Assess expected project workforce requirements and projected availability of Inuit seeking employment
- Review education and training opportunities on an annual basis
- Maintain a list of designated Baffin Inuit firms
- Review annually the list of contracts awarded
- Make recommendations to enhance the results of Inuit participation and other objectives of the IIBA



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What is the Management Committee?

- The Management Committee monitors the ongoing operations and management of the Mary River Project as it relates to the IIBA (4.4.1 of the IIBA).
- The Management Committee reports to the Executive Committee
- Members of the Management Committee report to their respective employers with quarterly summary reports



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Role of the Management Committee

- Share information regarding the progress of training initiatives, employment targets, and contract awards
- Communicate any operational concerns relating to the IIBA
- Make recommendations to the Executive Committee
- Consider other items of mutual concern related to the implementation of the IIBA



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Summary of Meetings

Management Committee:

- May 16, 2016 Teleconference
- July 8, 2016 Teleconference
- August 11, 2016 Teleconference
- October 17-20, 2016 Oakville, Ontario
- November 8-10, 2016 Ottawa, Ontario
- November 25, 2016 Teleconference December 5, 2016 Teleconference
- December 15-16, 2016 Oakville, Ontario
- December 21, 2016 Teleconference

• Executive Committee

- April 5-6, 2016 Oakville, Ontario
- May 27, 2016 Teleconference
- June 15-16, 2016 Mary River Mine Site
- August 19, 2016 Teleconference
- September 7-8, 2016 Oakville, Ontario
- October 20, 2016 Oakville, Ontario
- November 8-9, 2016 Ottawa, Ontario.



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Summary of Activities

· Management Committee:

- Progressed Contractor MIEG process
- Agreed upon Contractor requirements and reporting
- · Continued refinement of Quarterly Reporting
- Revisited the implementation of the Work Ready Program
- Developed and submitted the Skills Partnership Fund Application for approval of the JEC
- · Developed the IHRS at strategic level
- · Initiated development of IPCS
- Organized and developed Community Contracting and Procurement Workshops to be delivered to Iqaluit and Pond Inlet in Q1 2017
- · Developed an AIIP template

Executive Committee

- Drafted 2016 IIBA Implementation Budget
- · Reached agreement on a Contractor MIEG process
- Approved a 2017 MIEG
- Approved SPF for submission to ESDC
- · Prioritized development of IPCS, IHRS and AIIP
- · Approved the AIIP template



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Decision making

- The Executive Committee follows procedures to most likely develop a consensus or decisions on matters
- When the Executive Committee are unable to develop a consensus, a decision is made by a majority vote of not less than five of the six Executive Committee members
- If a decision is still not reached, the Executive Committee can request that the Presidents of QIA and Baffinland convene a meeting to discuss and attempt to resolve the dispute





שליבْם ארתאישליי The Mary River Project

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Baffinland is amongst the highest ore quality and quantity worldwide.

Deposit No. 1 is currently the largest known deposit of high grade iron ore in the Mary River area. The deposit has a total strike length of $^{\sim}4$ km. Resource estimates to date, in measured and indicated categories, total more than 350 million tonnes at an average grade of 65%.

Underground pits and tailings ponds are not required, Baffinland produces a Direct Ship Product (DSP) which does not require processing.





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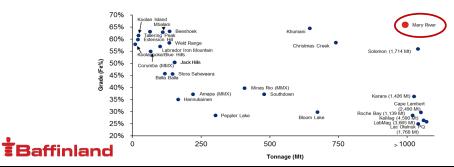
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Mary River iron ore

The typical grade of iron which is mined for profit is roughly 25% iron (Fe). The crude ore that is mined in Canada typically grades between 30% and 40% Fe.

- Ore grading more than 54% Fe is high-grade and does NOT require processing.
- Ore grading less than 54% Fe is low-grade and requires processing

Mary River's iron ore has an average grading of 65% Fe



How do we mine?

 With an iron ore grade this high, it's actually a pretty simple, six-step process. The process does not create any tailings.

- 1. YAMS 16 PORCH DO
- 1. Ore is blasted at the
- 2. במילפרובי באים אם BENJEYE YALLE MUCHICAS 2. Trucks haul the blasted
- 3. MODILES SAMO MORSO SO באלחסי שלהחוף בעי רף פינגע 3. Blasted ore is crushed

into lump and fines



open pit mine

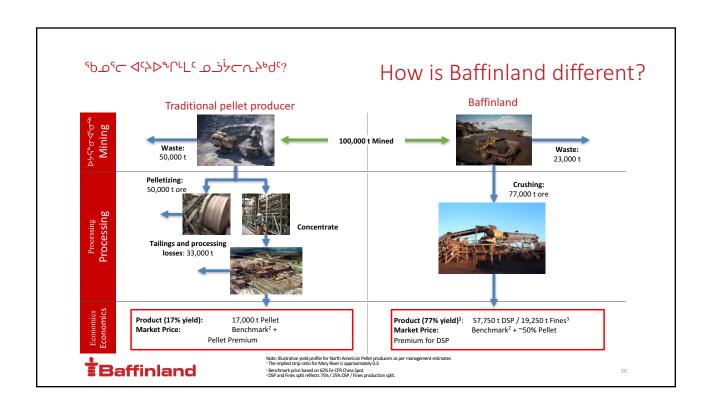
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- ore to the crusher 5, prayous previous YAMS DIAMADASPOCAS
- 5. A ship loader is used to load iron ore on ships
- - 6. praydor opaoncinas שליבשלים מורב מפינים



6. Ore is shipped to our customers worldwide





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Asset overview – development history

"Early Revenue" Replace road transport with 100km railway 3 mine haul trucks Mineral rights and feasibility studies • Tote road between mine and port 1 crusher Acquire 2 train sets with 72 x 108 tonne Soft wall camp 4 mine haul trucks 27 ore haul trucks
Upgrades to tote road Road between Milne Inlet and Mary capacity ore cars · 20 ore haul trucks Additional ore dock with ship loader with · 2 ship loaders capacity of 120,000 to 250,000 tonnes • ~\$1.9 billion invested in the operation to date1 • \$855 million - \$1 billion (estimated) 0 Mtpa • 3.5 Mtpa • 4.2 Mtpa • 12 Mtpa

¹Includes ~\$600 million spent by the Sponsors to acquire the operations in 2011



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Respecting Inuit tradition, building for the future

- We have made commitments to Inuit hiring and training that we will deliver on; it's the right thing to do
- We need to have at minimum 200 Inuit employees in 2017
- We have met with local communities and are incorporating their feedback into our Inuit hiring and training practices and improving our recruitment process for Inuit candidates
- We are improving our training programs and implementing our Work Readiness program in five of the local communities later this year
- We recently conducted a career information tour in five communities, joined by representatives from Nunavut Arctic College, the Government of Nunavut, and QIA
- Increasing our Inuit hiring and training and improving community relations is a critical component of our proposed Phase 2 expansion









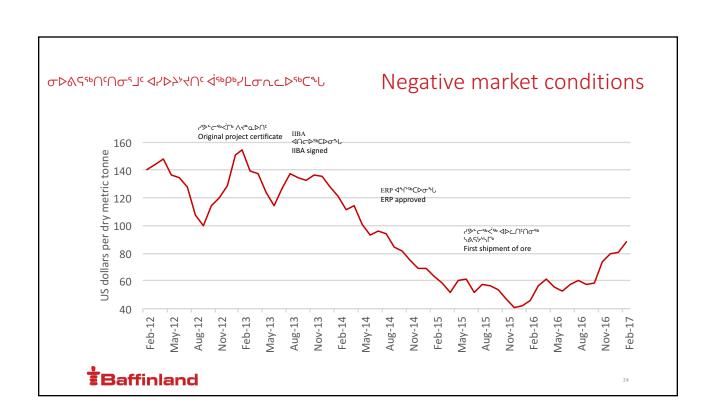
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Challenges

- High volume/bulk commodity mining in the far north has unique challenges due to:
 - Sub-zero temperatures for at least 9 months of the year, significant changes in daylight hours
 - Cold permafrost ground conditions with, in places, significant soil ice content and large ice lenses
 - o Long travel distances to markets
 - o Extreme 'wear and tear' on mobile equipment
- Only 2.7 Mtpa (or 64% of 4.2Mtpa target) was shipped in 2016 with existing infrastructure







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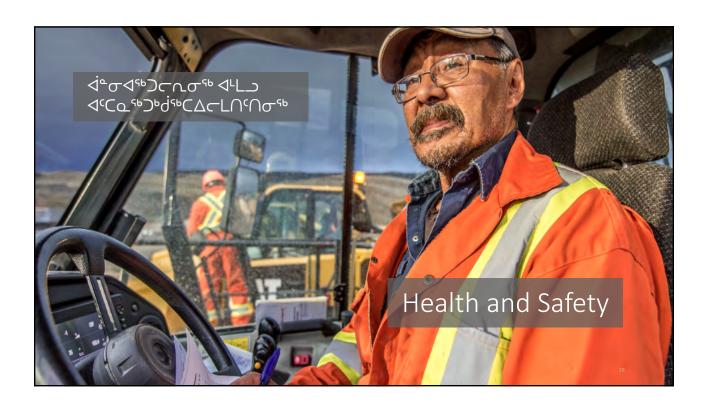
IIBA environment and health and safety requirements

Baffinland provides QIA with the following information as outlined in Article 14.6 of the IIBA:

- A summary of the previous year's operation & current operations of environmental performance and safety (Article 14.6 [a])
- A summary of monitoring reports of Governmental Authorities, including NIRB, for the previous year (Article 14.6 [b])
- The following year's plan of environmental and safety targets (Article 14.6 [d])
- Identification of proposed amendments to key management & monitoring plans (Article 14.6 [e])
- Wildlife observations and incident reports, including all reports and information regarding wildlife compensation (Article 14.6 [h])



bLr>いらいろいろ We are committed to conducting business in accordance with principles of sustainable corporate responsibility ᠘᠀᠘ᠺ᠘᠘ᡪ᠘ᢣ᠘᠙᠙᠙᠙ᡧ ለ⊂**ሲ**⊲ነነሲታውና **Baffinland's Sustainability Policy** Our responsibilities _ ᡃᠦ᠌᠌ᡏᢀ᠋᠆ᡣᠦᢛ᠂ᠳ᠋᠘᠂ᢗ᠊ᡆ᠊ᡃᡃ᠌ᠣᡠᢛᢗ᠘ᡄ᠘ᡣᡣᠳ ealth and Safety $\begin{array}{lll} & & & & & \\ & & & & & \\ & & & & & \\ & & & & & \\ & & & & & \\ & & & & \\ & & & & \\ & & & & \\ & & & & \\ & & & & \\ & & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & & \\ & & \\ & & & \\ & & \\ & & & \\ & \\ & \\ & & \\ & \\ & \\ & \\ & & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\ & \\$ Operate safely, with fiscal ڡڡᡃᠬᠲᠳ ᠰᢤᡃᠸᠬᡣᠬᡆ᠘ᠳᢅᢐ᠊ Investing in our Communities responsibility • Protect the environment ᢗ᠍ᠣᡃᡳ᠌ᡅ᠒ᢛᠫᡃᡆᡕ<u>ᢆ</u>ᡏ᠌᠌ᠦ<u>ᢕ</u>ᠦ • Create authentic relationships Transparent Governance We expect everyone to demonstrate a personal commitment to this policy Baffinland



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Community Wellness Fund (Ilagiiktunut Nunalinnullu Pivalliajutisait Kiinaujat Fund)

- A Community Wellness Fund (IMPK Fund) has been established under Article 12.2, and is administered by the QIA
- Baffinland and QIA contribute equally to the fund
- Each party has contributed \$750,000.00 to date
- The fund is meant to assist communities with wellness programs such as:
 - o Participation in community projects
 - Youth and elder programs
 - o Hunter support programs
 - o Family and community-wide activities and programs
 - o Cultural learning and revitalization programs
 - o Social support programs for families and individuals
 - Individual and family financial planning
 - o Educational incentives
 - o Counselling and healing programs
 - Seed funding or operations funding for local charities and social organizations



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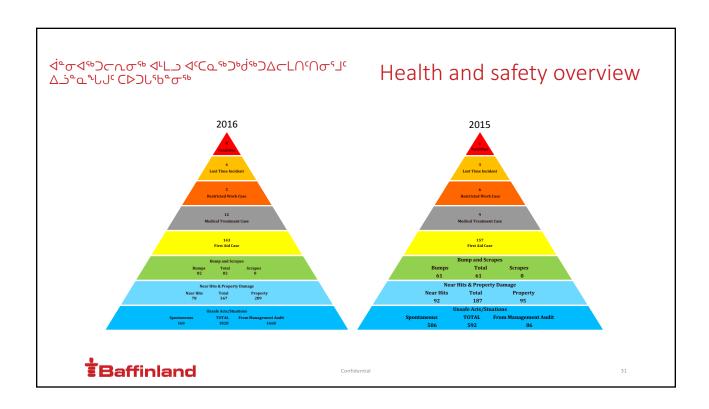
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Health and safety

- Baffinland is committed to the health, safety, and wellness of all employees, contractors and subcontractors working for the company
- Safety First, Safety Always is a core value at Baffinland
- In 2016, Baffinland launched its "8 Golden Rules of Safety" campaign
 - These are 8 life saving rules which we expect everyone to adhere to while at the Baffinland site



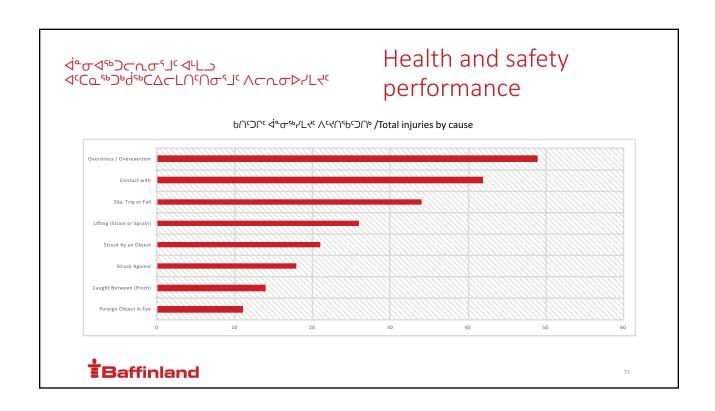


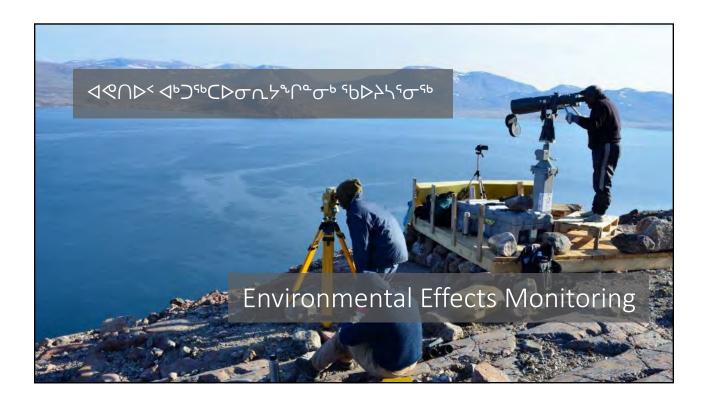
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2016 health and safety statistics

್ರಿΔ⊂σΓσ∿ს Incident Type	לבׁם አካርሊ እካያ ነል ና ነላና እስያ ነላ		⊳⊳ል⊳ና୮ ⊲ናረ-'ል∿ሁ Oakville Office	タキシャペピュ かゃもく Mary River and Milne Inlet
micident Type	YTD	PTD	YTD	YTD
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Fatality	0	1	0	0
$\Delta^{\varsigma_0}ba\Delta^{\varsigma_1}\sigma^{\varsigma_2}$ $\Delta^{\varsigma_0}bcDbJCD^{\varsigma_1}\Lambda^{\varsigma_0}b^{\varsigma_0}L^{\zeta_1}$ (LTI)				
Lost Time Incident (LTI)	4	7	0	4
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Lost time incident Frequency (LTI Fr*)	2.0	1.0	0.0	2.0
$\Delta^{\varsigma_b}bo_\Delta \Delta^{\varsigma_b}\delta^{\iota}\Gamma^{\varsigma}b_\Delta \Delta^{\iota}L^{\varsigma_c}(RWC)$				
Restricted Work Case (RWC)	5	23	0	5
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Medical Aid Incident (MAI)	12	41	0	12
ن ^م وهی اله (FAI)				
First Aid Incident (FAI)	143	541	0	143
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Total Recordable Injury Frequency (TRI Fr*)	10.2	10.6 **	0.0	10.6
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Near Hits (NH) & Property Damage	367	840	0	367
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Audits/Inspections	277	1005	2	275
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Person Hours	2,049,927	6,822,462	69,071	1,980,856







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Commitment to sustainable development

Corporate social responsibility

- · Project certificate, commercial lease, water license, IIBA
- · Ensure regulatory compliance

Programs

- · Marine Environment Working Group
- · Narwhal Monitoring Program
- · Ocean Monitoring Program
- · Terrestrial Environment Working Group
- Caribou
- · Dust Impact

Caring for the environment

- · Waste Management
 - o Incinerator, landfill, removal of hazardous waste (shipping off site)
 - o Sewage treatment, water quality monitoring
- · Erosion and Sediment Control
- Fuel Spill and Contaminated Soil Clean-up

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Marine Environment

Ocean Monitoring

- Habitat changes
- Invasive species
- Fish

What Have We Learned?

No major project impacts have been detected.

Narwhal Monitoring Programs

- · Aerial Surveys
- · Shore-based Monitoring at Bruce Head
- Underwater Noise Monitoring

What Have We Learned?

- Narwhal respond to the presence of ships but have not stopped using Milne Inlet
- We will continue to learn more

How Long Will Monitoring Continue?

- · As long as the mine is operating
- Baffinland is looking for opportunities for more community-based monitoring and collaborative research partnerships with other organizations



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Represented by the following groups:

- Baffinland
- Department of Fisheries and Oceans
- Environment Canada
- · Qikiqtani Inuit Association
- Government of Nunavut
- World Wildlife Fund and Oceans North
- The Mittimatalik Hunters and Trappers Organization







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Atmospheric and Terrestrial Environment

Caribou

- Aerial Surveys
- Land-based surveys
- Snow Track Surveys on the Tote Road
- · All caribou and wildlife sightings are recorded on site

What have we learned about caribou?

Inuit knowledge has told us that North Baffin caribou are in a low point in their natural population cycle. The project needs to plan for minimizing impacts when the caribou become abundant once again.

Dust is managed by:

- · Road maintenance
- · Road watering
- · Crusher dust controls
- We measure metals in soil and vegetation to look for changes over time.

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Baffinland

Represented by the following groups:

- Baffinland
- · Government of Nunavut
- Environment Canada
- · Qikiqtani Inuit Association
- The Mittimatalik Hunters and Trappers Organization



σίζησι Διρασιρίσιι Wildlife Interactions

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Wildlife Interactions are defined as any human interaction with wildlife that has potential adverse affects on the wellbeing of the human/wildlife.

Summary of 2016 Wildlife Interactions:

- Most wildlife interactions involved foxes
- Most wildlife fatalities were caused by vehicles
- There was one incident where a fox was put down due to a suspected case of rabies

In addition to these incidents, there was one incident involving a fox which was spray painted orange. Appropriate regulators were notified of the incident, including QIA and GN.

There were no polar bear fatalities in 2016





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Baffinland's approach to communities - 2016 Survey

- Baffinland is committed to maintaining effective partnerships with the five Communities of the North Baffin region
- Primary focus of engagement is the establishment and maintenance of positive, mutually-beneficial relationships in order to maximize Project benefits for community residents
- In September 2016, Baffinland surveyed the five North Baffin communities:
 - o To provide information about the potential impacts of the Project, the environment, the overall way of life in North Baffin Island
 - o As a mechanism for community residents to have their voices heard

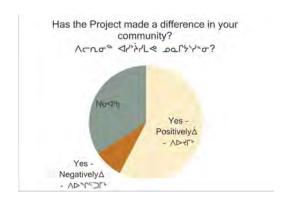


$2016-\sigma$ Baffinland's approach to communities – 2016 Survey

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September 2016 Community Survey

- 205 surveys were completed
- · Results indicate a general level of satisfaction with the Project and with the current relationships with Baffinland



Yes - Positively - ∧▷ЧГь	58%
Yes - Negatively - △▷∿ՐC⊃Гь	8%
No⊲i•b	34%



$2016-\Gamma$ ⁵bbbb ⁵c σ ⁶b - Abd Γ b σ ⁶b σ ⁶b σ ⁶b 2016 Survey – positive impacts

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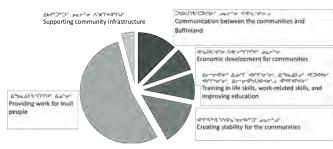
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There are things that Baffinland is doing well:

- Jobs for local residents
- Providing income and work benefits for families and communities
- Increased social benefits well-being
- Providing local residents with life skills
- Good communication between the communities and **Baffinland**

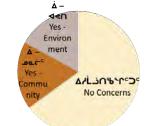
What we need to work on: access to employment, social stability, increased communication





Baffinland's approach to communities – 2016 Survey

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Concerns about the environment and well-being:

- Majority of respondents (65%) had no concerns
- 18% of respondents concerned about the environment and potential impacts on terrestrial and marine wildlife and wildlife habitat due to dust, changes in water quality, shipping, and blasting noises
- 17% were concerned about impacts on harvesting activities, the need for more Inuit employment, substance abuse and stress of familial separation



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Objectives of stakeholder engagement

- Community relationships is a fundamental principle of Baffinland's engagement strategy
- Commitment to timely, meaningful, and culturally appropriate engagement with all stakeholders potentially affected by the Mary River Project, including
 - o Five North Baffin communities
 - o Qikiqtani Inuit Association (QIA)
 - Regulatory agencies
 - Members of the public.
- Stakeholder Engagement Plan (SEP) developed in 2014 and revised in 2016
- SEP complies with all relevant regulatory requirements, including the terms and conditions of Project Certificate 005 and the Inuit Impact and Benefit Agreement (IIBA)



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Baffinland

Approach to engagement

- Multi-faceted, flexible, progressive approach
- · Tailored to particular interests and circumstances, cultural and linguistic characteristics of stakeholders
- · Wide range of engagement activities and methods employed since the establishment of Baffinland:
 - o Employment of Baffinland Community Liaison Officers (BCLOs) to assist in engagement efforts. BCLOs are the 'face' of company in local communities
 - o Site elders
 - o Community surveys general and issue specific
 - o Employee surveys
 - o Open Houses/Community Meetings/Focus Groups
 - o Meetings with specific stakeholder groups Hamlets, HTOS, Mary River Community Group
 - o Technical workshops Inuit Qaujimajatuqangit (Traditional Knowledge), caribou, marine mammals, land
 - o Participation in multi-stakeholder groups Terrestrial Environment Working Group, etc.
 - IIBA Joint Management and Executive Committees
 - o Project website, newsletter, newspapers, radio

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Phase 2 engagement highlights

Since submission of Phase 2 proposal to NIRB in October, 2014, Baffinland has regularly and directly engaged with 5 North Baffin Communities and community groups

- October, 2014: Pond Inlet announcement of Phase 2 proposal
- January, 2015: Open House, Pond Inlet
- February, 2015: Community Tour of 5 North **Baffin Communities**
- March November, 2015: Series of workshops in Pond Inlet on Contemporary Inuit Land Use of Eclipse Sound and Navy Board Inlet Areas, Shipping through Ice, Open Water Shipping,
- April 2015: tour of Voisey's Bay winter shipping route with key Inuit from Pond Inlet to observe shipping through ice



- 2015 ላዜጋ bᠯረተጋው: b∩L¹b∩¹b¹o⁴o ዾ۵ዾ²o
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Phase 2 engagement highlights (continued)

- 2015 and ongoing: Meetings with Mary River Community Group and Mary River Socio-Economic Monitoring Working Group
- May, 2016: Workshop on Phase 2 in Arctic Bay
- May, 2016: Meeting with Pond Inlet Youth Council
- July, 2016: Shipping Update in Pond Inlet
- September, 2016: Community Survey 5 North Baffin communities
- · November, 2016: Discussions with QIA
- November, 2016: Community Tour of 5 North Baffin Communities, open house and public meetings and meetings with Hamlets
- November, 2016: Meetings with HTOs of Pond Inlet and Arctic Bay
- December 2016 Meeting with Pond Inlet MLA, Hamlet, MHTO, Public Meeting; gather input on the acceptance and feasibility of a 2017 winter sealift



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- Þ′ҕ⁰ҕ⁰ҕ⁰ҕ⁰ҕ⁰ҁҀҧ҄Ҁ(ヘ⊐ಠ⁰)Τ⁰, 2015-Г Г′ПСС¬⁰Г ҕ∩ҍѻѕ⁰ҕҧҁ ҳҸҍӭ
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- During engagement activities (particularly, 2015 Pond Inlet workshops and 2016 community tour), the following issues were identified with respect to shipping:
 - Potential effects upon marine environment including marine mammals as a result of shipping through ice (e.g. impact on seal pupping)
 - Potential interference with travel routes and land use activities as a result of shipping through ice





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Baffinland has listened to community concerns respecting the potential impact of Phase 2 on the marine environment and associated land use activities

- In response to these concerns, Baffinland
 - Considered concerns expressed by communities on shipping through ice and the need to avoid shipping ore between March and June
 - Has committed to optimize opportunities for open water shipping and proposes shipping period between Jul 01 and Nov 15
 - o Will continue to monitor potential impacts



Source: NPC, 2016



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During engagement activities, the following issues were identified related to the proposed shift from transport of ore by the Tote Road to a rail line between the Project site and Milne Inlet:

- Potential loss of trucking employment opportunities for Inuit
- Potential for increase in the negative interactions between wildlife and rail cars – possibility that transport by rail might increase the potential for wildlife injuries or fatalities
- · Impact on air quality





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Baffinland response to community feedback: Phase 2 - Rail

Baffinland has listened to community concerns respecting the potential impact of Phase 2 resulting from the shift from transport by road to transport by rail

- In response to these concerns, Baffinland has advised the communities that
 - Anticipated decrease in trucking employment opportunities will be offset by increase in number and duration of jobs for Inuit in other aspects of production, transport and shipping
 - o Shift from Tote Road to transport by rail is likely to reduce the possibilities of wildlife iniuries/fatalities
 - Shift from Tote Road to transport by rail will reduce dust and negative impacts on air quality

Baffinland

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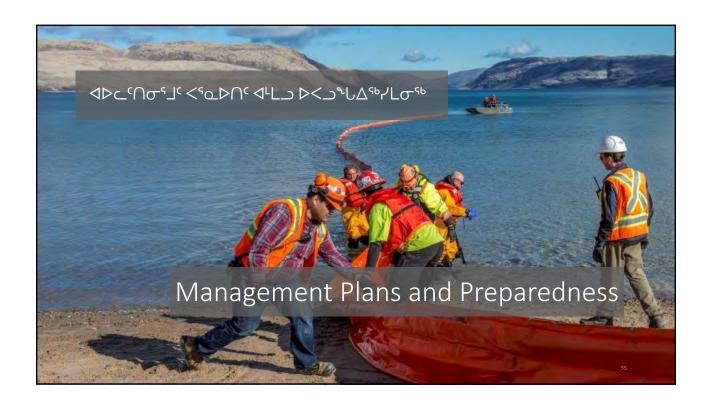
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Moving forward

- · Continuing and active approach to engagement with communities and QIA
- January 2017: Community tour focused on contracting and procurement
- January 19, 2017: Meeting in Pond Inlet to hold a workshop with the MHTO on bringing in an icebreaker this winter through Eclipse Sound in Pond Inlet.
- April 2017: Return to the communities for a Career and Training Information tour
- May 2017: Meeting with Working Groups -Ottawa, Ontario
- May 2017: Environmental Impact Statement (EIS) Tour
 - Relevant documentation to be provided in
 - o Presentations in Inuktitut as required
 - Documentation of all stakeholder engagement activities





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Management Plans	Revision Date
Sampling Program - Quality Assurance and Quality Control Plan	Mar-17
Air Quality and Noise Abatement Management Plan	Mar-16
Borrow Pits and Quarry Management Plan	Mar-14
Cultural Heritage Resource Protection Plan	Mar-16
Environmental Protection Plan	Aug-16
Fresh Water, Sewage and Wastewater Management Plan	Mar-16
Hazardous Materials and Hazardous Waste Management Plan	Mar-17
Interim Closure and Reclamation Plan	Oct-16
Milne Port Oil Pollution Emergency Plan (OPEP)	Jul-16
Roads Management Plan	Mar-16
Shipping and Marine Wildlife Management Plan	Mar-16
Surface Water and Aquatic Ecosystem Management Plan	Mar-16
Terrestrial Environmental Management and Monitoring Plan	Mar-16
Waste Management Plan	Mar-17
Phase 1 Waste Rock Management Plan	Apr-14
Life of Mine Waste Rock Management Plan	Apr-14
Spill Contingency Plan	Mar-17
Exploration Spill Contingency Plan	Jun-14
Exploration Closure and Reclamation Plan	Jul-14
Aquatic Effects Monitoring Plan	Oct-15
Spill at Sea Response Plan	Aug-15
Emergency Response Plan	Feb-16
Quarry Management Plans	Various
Borrow Source Management Plans	Various

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Freshwater environment

Aquatic Effects Monitoring Program

- Focuses on several lakes, rivers and streams near the Mary River Mine Site and Project infrastructure
 - Annual monitoring includes:
 - 0 Hydrology (flow)
 - Water quality 0
 - Sediment quality and sedimentation rates
 - Fish (Arctic char)
 - Benthic invertebrates

Surveillance Network Program

Monitors the water quality and flow of surface water runoff and treated wastewater discharges from Project infrastructure at established locations under Baffinland's Type "A" Water Licence and the Federal.

Tote Road Fisheries and Water Quality Monitoring

- Focuses on monitoring fish passage and presence/absence at several Tote Road crossings (culverts, bridges)
- Also involves water quality monitoring at several Tote Road crossings (culverts, bridges)
- Required by Baffinland's DFO authorizations issued for the Tote Road crossings.



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Response preparedness

- Baffinland's Mine Rescue Team trained throughout the year. The following training took place:
 - Five-day basic training: 1,815 Hours
 - o Cold Water Rescue: 344 Hours
 - o First Aid with CPR: 1,239 Hours
- In addition, the company held a community-level spill response training session between July 29 and July 31, 2016



IIBA איכראיל IIBA priorities



Employment

Training & Capacity
Building

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- Including both employees and contractors, in 2016, a total of 1,881,506 hours of labour were performed on the project, equal to approximately 905 full time equivalent (FTE) positions
- A total of 305,836 hours were worked by residents from the North Baffin Communities and Iqaluit, representing 16.3% of the total number of hours worked on the Project.

Baffinland

Inuit employment

Baffinland Employees (Regular, Full-time) on Staff at the end of December 2016						
	Origin	Baffinland	Employees	Contr	actors	
		Inuit	Non Inuit	Inuit	Non Inuit	
	Arctic Bay	18	3	7	7	
	Clyde River	15	3	8	3	
	Hall Beach	9	2	14	9	
Nunavut	Igloolik	8	1	4	4	
	Pond Inlet	20	0	10	2	
	Iqaluit	12	3	21	18	
	Other	0	0	0	0	
	Alberta	0	32	0	62	
	British Columbia	0	28	1	24	
	Manitoba	0	10	0	5	
	New Brunswick	0	22	0	4	
Other Canadian	Newfoundland	1	37	0	10	
Provinces and	Northwest Territories	0	2	0	5	
Territories	Nova Scotia	0	44	0	18	
remitories	Ontario	10	263	0	118	
	Prince Edward Island	0	4	0	2	
	Quebec	0	22	0	24	
	Saskatchewan	0	5	0	5	
	Yukon	0	0	0	1	
International	Other	0	0	0	3	
Unknown	Unknown	4	109	0	124	
	Total 97 590 65 448					

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Source: Baffinland records

Note: This table includes all site-based Baffinland employees and corporate positions that include site-based activities $\frac{1}{2} \frac{1}{2} \frac{1$

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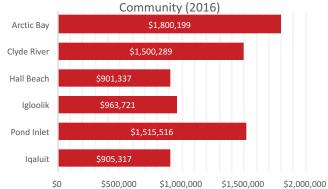
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*In 2016, nearly \$8 million was spent on Baffinland's Inuit employee payroll

Inuit employment

Baffinland Inuit Employee Payroll, by





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Measures for increasing Inuit content

Baffinland commenced work on its Inuit Human Resource Strategy (IHRS) in 2016. The content has been reviewed by the QIA and parties are working to finalize

Key initiatives proposed in the action plan include:

- Delivery of a Baffinland Career and Training Information Tour
- Development and delivery of a new Work Ready Program
- Completion of a Labour Force Analysis
- Development of a revised recruitment and onboarding process
- Establishment of a process for delivering constructive feedback to unsuccessful Interviewees
- Creating a mid-probation check-in program for new Inuit employees

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Baffinland

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- Baffinland is committed to recruiting and developing Inuit talent from the five North Baffin Communities and acknowledges that this is a priority of IIBA implementation
- Baffinland has identified issues with the current recruitment process and is currently looking for ways to improve the systems to make them more accessible for Inuit candidates



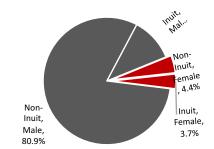


ব্যুক্ত Δ¹⁶baΔ⁵6በነፃነσ¹⁶ Employment of women

- 3.7% Δ6⁵ΓΡΔ⁶ Δ⁵⁶ΒαΔ⁵⁵⁶CΡCΡ⁵⁶D⁵⁶ 2016-Γ ΔρΔ⁶ Δ⁵αρ⁶

Women worked a total of 151,128 hours in 2016 (approximately equivalent to 73 full time positions) accounting for approximately 8% of the workforce;

- 3.7% of the hours worked in 2016 were worked by Inuit women
- This includes Baffinland employees, contractors, and subcontractors





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Διασι Διιβαλλικη Employment of women Output The state of the

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- The hours worked by Inuit women and Non-Inuit women are comparable (3.7% compared to 4.4%)
- Baffinland is looking at how to best address barriers to the employment of Inuit women



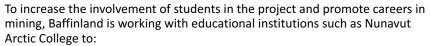




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- o Identify potential summer intern positions
- Plan field trips to the mine site
- Promote post secondary programs with future career options in mining
- o Work with community high schools to encourage students to stay in school





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Retention and advancement of Inuit

- High Inuit employee turnover has directly impacted Baffinland's ability to advance Inuit workers
- Root cause analysis is required to understand the cause of turnover amongst Inuit
- Baffinland is taking initiatives to collect data on employee turnover
 - o Mandatory exit interviews
 - o Employee concern reporting
 - o Mid-probation check-in

Number of Baffinland Inuit Employee Departures					
2014 2015 2016					
% Inuit Departure	29%	17%	45%		

Source: Baffinland records. 2014 numbers are for indeterminate employees only.





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Inuktitut in the workplace

- English is the working language of the project
- Lack of proficiency in English is not a barrier to employment at Baffinland, subject to considerations of Health and Safety
- Baffinland has developed a policy on Inuktitut in the Workplace
- Baffinland is working to reduce barriers associated with language through increased use of bilingual signs and documents, and the use of graphics and symbols where possible



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Counselling and support services

- Pursuant to IIBA Article 11.6, Baffinland provides employees with access to professional career counselling and professional counselling for personal problems on an as needed basis
- Services are available in English and Inuktitut
- There are three forms of counselling and support services available:
 - Employee and Family Assistance Program (through Homewood)
 - Site Elders
 - Site Medical Team



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- In 2016, the country kitchens at both camps were stocked with country foods purchased by the company from an approved vendor
- All country food on site must meet federal regulations and pass federal testing
- Equipment is provided for workers to prepare traditional meals on site





Δ_ΦԻ/ ▷ Ո' σ'ρ' ላι L_ Δ_Φ'/ 'b' ነ ነ ነ ኮ' \ Country Food and Cross-Cultural awareness

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Wildlife Compensation Fund

- The IIBA establishes a Wildlife Compensation Fund (Article 17), which has been funded by Baffinland in the amount of \$750,000.00
- QIA is responsible for the administration of the Fund which compensates Inuit harvesters for loss or damage caused by the project

Hunter Access Policy

- Baffinland respects and supports the right of Inuit to hunt as outlined in the Nunavut Agreement
- Baffinland's policies comply with all regulatory authorizations and respect Inuit harvesting rights under the Nunavut Agreement
- Baffinland's Weapons on Site Policy provides employees and contractors with the proper level of safety and security to ensure their safety while at site



7.

IIBA イタ・C トッケレイして IIBA Priorities









Employment

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Education and training

Education and Training Fund

- Pursuant to Article 8.6.1 of the IIBA, Baffinland must contribute
 \$1,000,000.00 per year for the first two years of the IIBA to an Education and Training Fund
- Funding to promote development of Inuit in the North Baffin Communities.

Awards and Scholarships

- Laptop program 46 Laptops donated to Inuit high school graduates who planned on pursuing post secondary education
- Seven scholarships valued at \$5,000.00 were provided to Inuit students who were pursuing post secondary education



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Pre-employment & development

Pre-employment

- Baffinland commenced the redesign of its Work Ready program
- Program anticipated to be launched in 2017
- Changes include:
 - o Redefined curriculum
 - Shortened length of program



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Management and advanced skill development

- Baffinland launched Courageous Leadership Action in 2016
 - Program was developed as a leadership training program with safety as a central theme
 - Participants were taught skills and provided with tools to assist them with increasing their field presence to help shape Baffinland's work culture
- Baffinland delivered due diligence training to management
 - Supervisors and above were taught about government regulations for safety, environmental and social responsibility
 - Large part of the training was on human rights

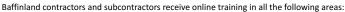


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- · Cultural awareness
- · Field Level Risk Assessments (FLRA)
- Zero-Energy Lock Out Tag Out Awareness
- Workplace Hazardous Materials Information System (WHMIS)

Once at site, additional training is provided to workers:

- Site Orientation
- · Light Vehicle Training
- Fire Extinguisher Training
- Tote Road and Radio Training
- Job specific training such as vehicle or equipment operation





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Adult education

- Employee Education has been highlighted as a key area for improvement
- · Baffinland is currently evaluating on site options for adult education
- Baffinland is working towards developing adult education and skills upgrading programs for implementation during 2017
- · Initiatives will include:
 - Participation in community career fairs to promote jobs in mining and encourage youth to stay in
 - Field trip opportunities for students enrolled in Nunavut Arctic College's Getting Ready for Employment And Training (G.R.E.A.T.) program





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Inuit training

- In 2016, a total of 27,966 hours of training were completed at the Project site. Inuit received 2,434 (8.7%) of all training hours completed
- · Training programs with the highest amount of Inuit participation in 2016 included:
 - o Heavy equipment operator (681 hours)
 - o Mine Rescue Team training (275 hours)
 - Mobile support equipment (254 hours)
 - o Ore haul truck (214 hours)

A large proportion of the Inuit at site are employed by contractors. Contractors are responsible for training their own staff. Baffinland does not currently track contractor training hours.

Hours of Training Completed						
Employee Ethnicity	2013	2014	2015	2016		
Inuit	1,283	3,596	4,530	2,434		
Non-Inuit	4,555	20,271	17,352	25,532		
Total	5,838	23,867	21,882	27,966		



Source: Baffinland records

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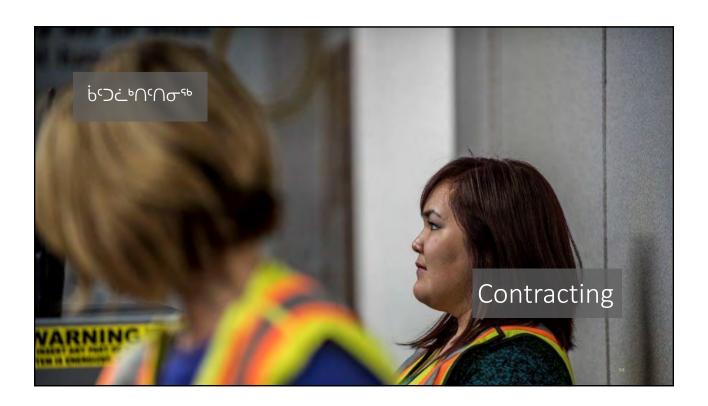
Funding

Business Capacity and Start-up Fund

- The Business Capacity and Start-Up Fund (BCSF) established pursuant to Article 6 of the IIBA
- The BCF assists North Baffin Inuit firms in the following
 - o Locating start-up capital and financing
 - o Management development
 - o On-going business management
 - o Financial management
 - Contracts and procurement
 - o Human resources management
- Baffinland contributes \$250,000.00 annually to the BCSF. To-date, Baffinland has contributed \$750,000.00 (fund contributions started in 2014)
- The Company also funds 50% of an employment position at QIA to administer the BCSF for the first three vears of the IIBA
- The funds are administered by QIA with the support of the Kakivak Association



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 Appendix Appendi

Contracts overview

- Baffinland is committed to maximizing Inuit contracting and subcontracting opportunities throughout both its operations and capital projects
- In addition, Baffinland is also committed to maximizing local hiring by all contractors, including both Inuit and non-Inuit firms
- An Inuit Procurement and Contracting Strategy has been developed. This strategy defines the processes through Baffinland will maximize Inuit contracting, subcontracting, and local hiring by contractors
- The Inuit Procurement and Contracting Strategy further aligns Baffinland's own procedures with the IIBA



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Inuit firm involvement

Objective	Strategy
Identify qualified Inuit Firms, and enable these firms to participate in requests for tenders.	Develop pre-qualification questionnaire which gathers information such as a firm's past project experience, thus providing Baffinland with a better understanding of Inuit Firm capabilities.
Enable qualified Inuit Firms to participate in subcontracting opportunities.	Directly connect qualified Inuit Firms with larger prime contractors so Inuit Firms may participate in large contracts.
Maximize local hiring by all firms, Inuit and Southern.	Negotiate with contractors and agree on Minimum Inuit Employment Goals (MIEGs), as well as bonuses and penalties linked to achieving / not achieve these goals.
Collect data to identify further opportunities and improve the IPCS.	Monthly reporting from contractors on local hiring, labour composition, and challenges encountered. Develop



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Inuit firm involvement

The number of active Inuit firms registered in the North Baffin Communities and Iqaluit continues to increase, which suggests a potential positive Project effect

The percentage of contracts awarded to Inuit Firms has increased to 38% in Q1 2017

The total value of contracts awarded to Inuit Firms in 2016 was \$64.4 million.

The total value of contracts awarded to Inuit Firms in 2016 was \$64.4 million.



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b'יכיש אכסלי שה הי הירסת אסלסי Major contracts with Inuit firms

Contract Name		Contractor				
Charter Jet Services	Sarvaq Aviation					
Local Jet Services Summit Air Baffin						
CAT Equipment Parts Agreement	Toromont Arctic					
CAT Equipment Services Agreement	Toromont Arctic					
Camp and Catering Services	Qikiqtani Industry Ltd.					
Camp Security Services	QC Scarlet					
Sealift and Fuel Delivery	Nunavut Sealink & Supply					
Road Maintenance and Earthworks	Nuna East					
Fixed Plant Maintenance	Fjordtech Arctic NTI Registered Inuit Firms in the LSA					
			Number of Firms			
Heavy Mobile Equipment Rental	H.J. O'Connell	Location	2013	2014	2015	20



2016 2013 2014 2015 North Baffin 29 29 40 31 Communities 84 108 95 Igaluit 116 113 126 137 156

Source: E. Eegeesiak (2016, personal communication), NTI (2016)



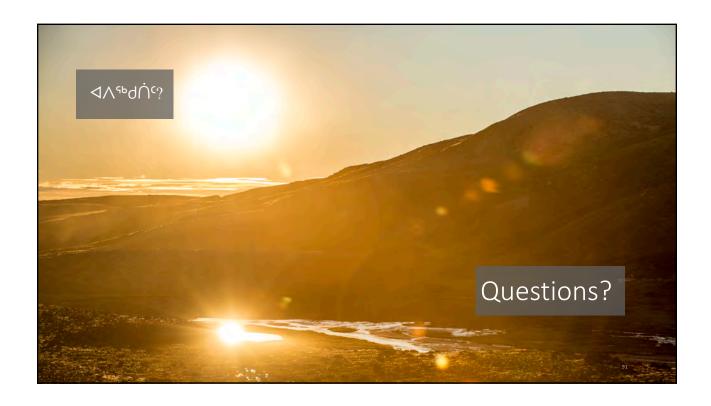
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Focus areas for IIBA

The draft IIBA Work Plan for 2017 has been submitted to QIA. Baffinland and QIA are currently working to approve the work plan:

- Continue to collaborate with the QIA and strengthen the Management and Executive Committees
- Improving communications
- Refine reporting





Additional slides

Baffinland apprenticeship program

- Nunavut's apprenticeship system plays a unique and critical role in building a well-educated and highly skilled workforce
- Baffinland is developing an apprenticeship program and committed to having more involvement in decisions about funding, program design, pre-apprenticeship, technical training, and program entrance requirements
- Pre-apprenticeship training, which is currently the main pathway to apprenticeship, needs to align with labour demands
- Once in apprenticeships, apprentices should experience the highest quality of technical training and have adequate pathways to pursue their certification.
- Although the current system benefits from the active participation of employers who hire and train
 apprentices, more are needed to ensure that apprentices can get the skills and experience they need to
 achieve certification and meet the demands of the labour market



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Shortage of skilled candidates and other challenges

- Based on the Nunavut Labour Force Supply and Demand and Labour Market update reports made available in March of 2017, the current pool of qualified Nunavumiut people that could participate in this program is drastically low
- Currently the high school graduation rate is 28%, however, this is trending upward. There are 740 enrolled high school students at the time of the latest report
- Population by age group 15-44 is 17,346 with an unemployment rate of 39%
- If we cannot source the appropriate candidates from the local population, it may jeopardize the IIBA agreements currently in place





Tuition costs

Trade	Pre	Year 1	Year 2	Year 3	Year 4	Total	
Welder							
Millwright		Not available at Arctic College at this time					
HD mechanic							
Electrician	\$2,720.00	\$2,720.00	\$2,720.00	Not available a		\$8,160.00	
Heavy equipment operator	Done with	3 rd party, not a s	specific Arctic C	ollege program	(expected to be	e in ~3 years)	
Plumber	\$2,720.00	\$2,720.00	\$2,720.00	\$2,720.00	Not available at Arctic College at this time	\$10,880.00	
Carpenter	\$2,720.00	\$2,720.00	\$2,720.00	\$2,720.00	\$2,720.00	\$13,600.00	
Housing maintainer	\$2,720.00	\$2,720.00	\$2,720.00	Not available a		\$8,160.00	

NOTE: These fees do not reflect the overall compensation cost of ~\$135,000 per employee (wage, benefits, pension, etc.) and the cost of accommodations and sustenance if having to travel out of province for technical training.



Appendix C

ANNUAL PROJECT REVIEW FORUM

QIA PRESENTATION ARCTIC BAY, MAY 9 & 10, 2017



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QIA PRESENTATION OVERVIEW

- Annual Project Review Forum
- QIA's Role in IIBA Implementation
- Department Activities 2016
- Funds
 - Ilagiiktunut Fund
 - Business Capacity and Start-up Fund
 - Wildlife Compensation Fund
- 2017 Next Steps

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ANNUAL PROJECT REVIEW FORUM

PURPOSE

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PURPOSE OF THE ANNUAL PROJECT REVIEW FORUM

- To share information about the Project
- Review and assess Baffinland's management, monitoring and mitigation programs
- Receive and review information on impacts from Inuit that
- Discuss issues that arise from the communities regarding the IIBA or the implementation of the IIBA
- Develop recommendations for the JEC regarding significant issues arising from the Forum

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QIA ROLE

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QIA'S ROLE

- QIA advocates for Inuit employment, for training that helps Inuit get jobs or advance in a career, for contracts for Inuit businesses, and for social programs that enhance community wellness in the Qikiqtaaluk Region.
- Negotiated the IIBA
- IIBA Implementation working with Baffinland to maximize benefits to Inuit

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QIA'S ROLE

- Monitoring implementation through Quarterly & Annual reports from Baffinland
- QIA Administers three IIBA Funds:
 - Ilagiiktunut Fund,
 - Business Capacity & Start-up Fund, and
 - Wildlife Compensation Fund
- Transparency and accountability to Inuit in implementing the IIBA

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DEPARTMENT ACTIVITIES

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DEPARTMENT ACTIVITIES

- David Qamaniq CLO to Community Coordinator
- New Inuit Employment and Training Coordinator hired in January 2017 – Eva Onalik
- Levi Barnabas appointed as Chair of the IIBA portfolio
- Continued participation on Joint Management and Executive Committees

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DEPARTMENT ACTIVITIES

- Designated Inuit Firms List
 - Firm applications reviewed
 - DIFL kept up to date with addition of new Firms
- Twelve (12) Advanced Contract Notifications sent to Firms registered on the DIFL
 - ACNs provided to DIFL for upcoming contracting opportunities at the Mary River Project

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DEPARTMENT ACTIVITIES

- Minimum Inuit Employment Goal (MIEG)
 - Target for Inuit Employment at the Mary River Project
 - Goal to meet or exceed
 - MIEG for 2016 was 25%
- 2017 MIEG to remain at 25%
 - Focus on MIEG plan and initiatives to increase Inuit employment, training, and retention

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DEPARTMENT ACTIVITIES 2016

- QIA 3-Year Review of the IIBA
 - A review and summary of IIBA implementation to date
 - Targeted to communicate with Inuit in the communities
 - Focus on key benefit areas:
 - Employment
 - Training
 - Contracting
 - Social

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DEPARTMENT ACTIVITIES 2016

- Support in developing the QIA Resource Revenue Policy
 - Approved in October 2016 at the AGM
 - Clear and transparent financial plan
 - Three key areas:
 - Operations
 - Long Term Savings
 - Programs & Benefits to Inuit

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DEPARTMENT ACTIVITIES 2016

- Lead the continued development of the Inuit Human Resources Strategy (IHRS)
 - Foundational employment and training strategy for all Project phases
 - Describes how QIA and Baffinland will meet their commitments in the IIBA
 - Critical to maximizing Inuit participation at the Project
- IHRS is a top QIA priority
- Approval anticipated in June 2017

DEPARTMENT ACTIVITIES 2016

- Initiated work with Baffinland on an Inuit Procurement and Contracting Strategy
 - Describes how QIA and Baffinland will ensure that Inuit Firms have priority access to contracting opportunities at the Project
 - Also ensures that contractors (Inuit and Non-Inuit) provide employment and training opportunities for Inuit.
- Approval anticipated in June 2017

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DEPARTMENT ACTIVITIES 2016

- Wildlife Compensation Fund
 - Program development, application development & approvals
 - Fund launched
- Business Capacity & Start-Up Fund
 - Program development, guidelines & application development
 - Technical Committee established
 - Fund launched

FUND ADMINISTRATION

IIBA IMPLEMENTATION

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ILAGIIKTUNUT FUND

- The Ilagiiktunut Nunalinnullu Pivalliajutisait Kinaujat Fund was established through Article 12 of the IIBA.
- The fund is administered by QIA and reporting if provided annually to Baffinland.
- Baffinland and QIA both contribute \$375,000 annually total annual funds available \$750,000.
- Targeted to the 5 affected "North Baffin" communities.

ILAGIIKTUNUT FUND

- 3 key focus areas for the fund:
 - Resilient Communities
 - Strong Families
 - Job Readiness
- Program Guidelines and application are available on the QIA website or from CLOs
- QIA will accept applications throughout the year
- Unused funds roll over to the following year

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ILAGIIKTUNUT FUND

- In the 2016 funding cycle approx. \$540,000 was administered to community projects, including:
 - Makimautiksat
 - RPAN Youth Mentorship
 - Artcirq Youth Development Program
 - Nasivvik's Kajjausaqtut Program
 - Youth Hunting Program
 - Arnaqjuaq School Gardens

BUSINESS CAPACITY AND START-UP FUND

- Created under Article 6 of the IIBA to provide funding support for Inuit firms in the Baffin Region.
- A total of \$500,000 per year is available
 - Baffinland contribute \$250,000 per year
 - QIA matches the contribution \$250,000 per year

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BUSINESS CAPACITY AND START-UP FUND

- Funding is available to Inuit firms registered on the Designated Inuit Firms list in the following areas:
 - Locating start-up capital and financing;
 - Management development;
 - On-going business management;
 - Financial Management;
 - Contracts and Procurement; and
 - Human resources management.

BUSINESS CAPACITY AND START-UP FUND 2016 HIGHLIGHTS

- Development and approval of:
 - Fund Guidelines;
 - Terms of Reference; and
 - Objectives.
- Technical Committee established
- 1st Notice to Inuit Firms MRP Contracting Workshop

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BUSINESS CAPACITY AND START-UP FUND 2017 NEXT STEPS

- Baffinland and QIA to co-deliver Contracting Workshops
- Increasing communications to Inuit Firms
 - Application Process
 - Identify additional training needs of Inuit Firms
 - Additional Workshops

WILDLIFE COMPENSATION FUND

- Established under Article 17 of the IIBA
- Initial contribution by Baffinland \$750,000
- QIA is responsible for the managements, establishment, and administration of the Wildlife Compensation Fund.
- Claim-based framework was established

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WILDLIFE COMPENSATION FUND

- WCF Guideline for Applicants and the WCF Claim Application Form guide the implementation of the Fund
 - Incident Occurs
 - Claim is filed using the Application form
 - Claim is submitted to and reviewed by the HTO
 - HTO can support or deny the claim
 - Appeal process is available for denied claims

WILDLIFE COMPENSATION FUND 2016 HIGHLIGHTS

- Development and approval of guidelines and forms
- Launch of the Wildlife Compensation Fund
- Training of HTOs for receiving and reviewing claims
- Two (2) claims were submitted for review in 2016
 - One (1) was approved and compensated
 - One (1) was reviewed and denied as it was determined there was no direct connection to the MRP.

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WILDLIFE COMPENSATION FUND 2017 NEXT STEPS

- QIA is working with Mittimatalik HTO to complete an assessment of wildlife mortality losses since the IIBA was signed.
- Claims process remains open throughout the year.
- QIA will continue to accept claims through 2017.

NEXT STEPS 2017

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2017 NEXT STEPS

- Approval & Implementation of the 2017 IIBA Implementation Work Plan
 - Inuit Human Resource Strategy completion & approval
 - Inuit Procurement and Contracting Strategy approval
 - 2017 Minimum Inuit Employment Goal Plan
 - Education and Training Fund Plan
 - Workplace Conditions Review

2017 NEXT STEPS

- Continued work on Department activities
 - Maintaining the DIFL
 - Administration of IIBA Funds WCF, BCSF, and Ilagiiktunut
 - Establishing an Inuit Labour and Skills Database
 - Monitoring through Baffinland Quarterly Reports
 - JMC & JEC Meetings and activities

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2015 APRF RECOMMENDATIONS

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Subtheme	Recommendation	Actions & Next Steps	Update
Grievance Mechanisms	Provide Clearer communication on how various grievance mechanisms work and how they can be accessed. (QIA, BIM, Contractors)	Communication of mechanisms with communities Training for CLOs in grievance submittals	 QIA hosted community radio shows to review complaint and grievance process QIA presented process while in communities Forms available online or by contacting local CLOs or IETC
Access to Soap Stone	Provide access to soap stone for artists to carve.	 Baffinland is not prohibiting access to the carving stone Under the NCLA and IIBA (Article 19) BIM cannot access and will not facilitate access to those areas 	QIA Lands Department is working to identify

Subtheme	Recommendation	Actions & Next Steps	Update
Wildlife Incidents	More clear reporting on wildlife incidents/kills on site.	Every incident is reported to the QIA and GN within 24 hours Community members can access Annual Reports at their BCLO offices	
Contracting opportunities	Increase communication with communities regarding contracting opportunities	 BIM provides notification to QIA of all contracting opportunities available QIA, through JMC, will assist BIMC in developing a strategy to communicate contracting opportunities to the Designated Inuit Firms List and communities 	

Subtheme	Recommendation	Actions & Next Steps	Update
Contracting opportunities	Maximizing Inuit contracting and subcontracting	Develop contracting process protocols and increase communication regarding participating in contracting opportunities	
Communication	Increase communication and awareness on Funding opportunities and qualification requirements	 QIA will work with Community Directors and CLO's to bring awareness of funding opportunities and clarify Qualification requirements and the guidelines for the use of the funds. 	

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Subtheme	Recommendation	Actions & Next Steps	Update
Communication	Increase awareness of fund distribution through reporting	 QIA will report on fund distribution through the IIBA reporting requirements. 	
Funding Results	Ensure funds are being used to improve lives in the community	 The mechanism is in place through QIA's application process. Applications are approved based on meeting the criteria and requirements of the said program. 	

QUJANNAMIIK, THANK YOU Any Questions?